

**REPORT OF THE
QUALITY AND PATIENT SAFETY COMMITTEE OF THE
BOARD OF DIRECTORS OF THE
COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

AUGUST 19, 2009

ATTENDANCE

Present: Chairman David Ansell, MD, MPH and Director Hon. Jerry Butler (2)
Mary Driscoll and Lois Elia (Non-Director Members)

Absent: Director Luis Muñoz, MD, MPH (1)

Also Present: Angela Butler – Director of Quality Management, Oak Forest Hospital of Cook County; Patrick T. Driscoll, Jr. – Deputy State’s Attorney, Chief, Civil Actions Bureau, Office of the State’s Attorney; Sharon Freyer, RN – Chief Nursing Officer, Oak Forest Hospital of Cook County; Judith Frigo, MD – Chief Medical Officer, Oak Forest Hospital of Cook County; Aaron Hamb, MD - Chief Medical Officer, Provident Hospital of Cook County; Avery Hart, MD – Chief Medical Officer, Cermak Health Services; Sue Klein – Director of Quality, John H. Stroger, Jr. Hospital of Cook County; Maurice Lemon, MD, MPH – Chief Medical Officer, John H. Stroger, Jr. Hospital of Cook County; Charlene Luchsinger – Credentials Verification Officer, Cook County Health and Hospitals System; Katanya Norwood – Assistant Director of Pharmacy for Quality Assurance and Compliance, Cook County Health and Hospitals System; John M. Raba, MD – Interim Chief Medical Officer, Cook County Health and Hospitals System; Lula Roberson – Interim Director, Quality Services, Provident Hospital of Cook County; Deborah Santana – Secretary to the Board, Cook County Health and Hospitals System; David Small – Chief Administrative Officer, Cook County Health and Hospitals System

Ladies and Gentlemen:

Your Quality and Patient Safety Committee of the Board of Directors of the Cook County Health and Hospitals System met pursuant to notice on Wednesday, August 19, 2009 at the hour of 12:00 P.M. at Stroger Hospital, 1901 West Harrison Street, in the fifth floor conference room, in Chicago, Illinois.

Your Quality and Patient Safety Committee has considered the following items and, upon adoption of this report, the recommendations follow.

Roll Call

Deborah Santana, Secretary to the Board, called the roll of members, and it was determined that a quorum was present.

Public Comments

Chairman Ansell asked the Secretary to call upon the registered speakers.

The Secretary responded that there were none.

Review and accept minutes of the meeting of July 28, 2009

Director Butler, seconded by Chairman Ansell, moved to accept the minutes of the meeting of the Quality and Patient Safety Committee of July 28, 2009. THE MOTION CARRIED UNANIMOUSLY.

Receive quarterly quality report from Cermak Health Services

Dr. Avery Hart, Chief Medical Officer of Cermak Health Services, presented the quarterly quality report (Attachment #1).

The Committee reviewed and discussed the information.

Receive report from System Interim Chief Medical Officer

- Update on draft recommendations for new System quality structure
- Update on the presentation of annual performance improvement plans

Dr. John Raba, Interim Chief Medical Officer of the Cook County Health and Hospitals System, presented information on draft recommendations for a new System quality structure (Attachment #2). Additionally, he presented an update on the presentation of annual performance improvement plans.

Dr. Raba referenced a meeting that was expected to take place later that day on the subject; it is expected that the draft System quality structure will be finalized at this meeting. This draft structure includes a new entity, the CCHHS Quality Council. Dr. Raba hopes that in October or November, the Quality Council will first review the 2010 performance improvement plans from each System entity. These would then be presented to the Committee and Board in December.

Chairman Ansell noted that the plans do not have to be submitted in one group inclusive of all System entities; the presentations could be broken down into smaller groups.

Director Butler inquired regarding when Stroger Hospital is due for an accreditation visit. Sue Klein, Director of Quality at John H. Stroger, Jr. Hospital of Cook County, responded that they can expect to be visited anytime within the next year. Chairman Ansell remarked that Stroger Hospital was visited during a marked period of the System's transition to the new Board. He requested a report at the next Committee meeting on the subject of Stroger Hospital's state of readiness for the next Joint Commission visit.

On a separate matter relating to quality and benchmarks, Chairman Ansell stated that another piece of data that will need to be discussed is the hospital mortality rates. He stated that, depending on what is used to benchmark, one can get what is called "observed to expected mortality" based upon the kinds of cases seen. This is part of the UHC packet of services, it should be obtainable. This allows one to take all of a patient's associated conditions, risk adjust, and come up with what the expected mortality rate should be with those conditions.

Discussion continued on the subject; it was stated that UHC is inaccessible at this time. Chairman Ansell requested that David Small, Chief Administrative Officer of the Cook County Health and Hospitals System, investigate the issue of the delay in accessing UHC data.

Receive report on status of preparations for Cermak re-accreditation

**Receive reports from the Medical Staff Executive Committees from
Oak Forest, Provident and Stroger Hospitals**

Receive and approve Medical Staff Appointments/Re-appointments/Changes

Receive reports on the following:

- Any Sentinel Events or Near Misses
- Any Patient Grievance Reports
- Update on “never” events
- Report on Recent Regulatory Visits

Director Butler, seconded by Chairman Ansell, moved to recess the regular session and convene into closed session, pursuant to an exception to the Illinois Open Meetings Act, 5 ILCS 120/2(c)(17), et seq., which permits closed meetings for consideration of “the recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals for a hospital, or other institution providing medical care, that is operated by the public body,” and pursuant to an exception to the Open Meetings Act, 5 ILCS 120/2(c)(11), which states: “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting.” **THE MOTION CARRIED UNANIMOUSLY.**

Director Butler, seconded by Chairman Ansell, moved to adjourn the closed session and convene into regular session. **THE MOTION CARRIED UNANIMOUSLY.**

Director Butler, seconded by Chairman Ansell, moved to approve the Medical Staff Appointments/Re-appointments/Changes. **THE MOTION CARRIED UNANIMOUSLY.**

Following are the Medical Staff Appointments/Re-appointments/Changes that were approved:

JOHN H. STROGER, JR. HOSPITAL OF COOK COUNTY

INITIAL APPOINTMENTS

Alyousef, Tareq, MD	Medicine/General Medicine	Voluntary Physician
Appointment Effective:	August 19, 2009 through August 18, 2011	
Gandia, Justin, M.D.	Obstetrics & Gynecology	Affiliate Physician
Appointment Effective:	August 19, 2009 through August 18, 2011	

Medical Staff Appointments/Re-appointments/Changes
John H. Stroger, Jr. Hospital of Cook County

Initial Appointments (cont'd)

Florens, Adrian, MD Appointment Effective:	Pediatrics/Neonatology August 19, 2009 through August 18, 2011	Active Physician
Isaac, Anjeli, M.D. Appointment Effective:	Medicine/Dermatology August 19, 2009 through August 18, 2011	Active Physician
Khalid, Samra, MD Appointment Effective:	Medicine/General Medicine August 19, 2009 through August 18, 2011	Voluntary Physician
Lamba, Anil K., MD Appointment Effective:	Surgery/General Surgery August 19, 2009 through August 18, 2011	Affiliate Physician
Merk, Bradley, MD Appointment Effective:	Surgery/Orthopaedics August 19, 2009 through August 18, 2011	Active Physician
Mishra, Satya, MD Appointment Effective:	Medicine/Gastroenterology August 19, 2009 through August 18, 2011	Affiliate Physician
Moo-Young, Tricia, MD Appointment Effective:	Surgery/General Surgery/Endo August 19, 2009 through August 18, 2011	Voluntary Physician
Muzaffar, Shirin, MD Appointment Effective:	Medicine/Pulmonary CC August 19, 2009 through August 18, 2011	Active Physician
Nagubadi, Swamy N., MD Appointment Effective:	Medicine/Pulmonary CC August 19, 2009 through August 18, 2011	Active Physician
Perumal, Kalyani, MD Appointment Effective:	Medicine/Nephro-Hypertension August 19, 2009 through August 18, 2011	Active Physician
Ray, Vera, M.D. Appointment Effective:	Pathology August 19, 2009 through August 18, 2011	Affiliate Physician
Rowe, Jocelyn, M.D. Appointment Effective:	Surgery/Ophthalmology August 19, 2009 through August 18, 2011	Voluntary Physician
Scott, Nelda, M.D. Appointment Effective:	Psychiatry August 19, 2009 through August 18, 2011	Voluntary Physician
Strozdaz, Linda, J., Psy.D. Appointment Effective:	Psychiatry/Adult Psychiatry August 19, 2009 through August 18, 2011	Psychologist
Swenson, Erik A., MD Appointment Effective:	Surgery/General Surgery August 19, 2009 through June 15, 2011	Affiliate Physician
Wysocki, Robert, MD Appointment Effective:	Surgery/Orthopaedics August 19, 2009 through August 18, 2011	Active Physician

Medical Staff Appointments/Re-appointments/Changes
John H. Stroger, Jr. Hospital of Cook County (cont'd)

Mid Level Practitioner:

Bonilla, Amy L., PA-C	Correctional Health Services	Physician Assistant
Appointment Effective:	August 19, 2009 through August 18, 2011	
Grooms, Tejuana T., PA-C	Obstetrics & Gynecology	Physician Assistant
Appointment Effective:	August 19, 2009 through August 18, 2011	
Rosine, Shannon, A., PA-C	Correctional Health Services	Physician Assistant
Appointment Effective:	August 19, 2009 through August 18, 2011	

REAPPOINTMENT APPLICATIONS

Department of Anesthesiology

Dadabhoy, Zerine, P., M.D.	Obstetrics Anesthesia	Active Physician
Reappointment Effective:	September 16, 2009 through September 15, 2011	

Department of Correctional Health Services

Ledvora, Ronald, F., M.D.	Medicine/Surgery	Active Physician
Reappointment Effective:	October 21, 2009 through October 20, 2011	
Lott, Sonia, M., M.D.	Medicine/Surgery	Voluntary Physician
Reappointment Effective:	September 7, 2009 through September 6, 2011	
Yu, Yan, D.O.	Medicine/Surgery	Active Physician
Reappointment Effective:	August 19, 2009 through August 18, 2011	

Department of Emergency Medicine

Mycyk, Mark, M.D.	Emergency Medicine	Voluntary Physician
Reappointment Effective:	October 16, 2009 through October 15, 2011	
Weber, Joseph, M.D.	Emergency Medicine	Active Physician
Reappointment Effective:	October 20, 2009 through October 19, 2011	

Department of Medicine

Margeta, Bosko, MD	Adult Cardiology	Active Physician
Reappointment Effective:	September 7, 2009 through September 6, 2011	
Vernik, Jane, MD	Nephrology/Hypertension	Active Physician
Reappointment Effective:	September 18, 2009 through September 17, 2011	

Department of Obstetrics & Gynecology

Rezai, Parto, M.D.	Gynecology	Active Physician
Reappointment Effective:	October 18, 2009 through October 17, 2011	

Medical Staff Appointments/Re-appointments/Changes

John H. Stroger, Jr. Hospital of Cook County

Reappointment Applications

Department of Obstetrics & Gynecology (cont'd)

Rosenzweig, Bruce, M.D.	Ob/Gyne	Active Physician
Reappointment Effective:	October 20, 2009 through October 19, 2011	

Sharma, Sameer, M.D.	Ob/Gyne	Active Physician
Reappointment Effective:	September 18, 2009 through September 17, 2011	

Department of Pathology

Tarjan, Gabor, M.D.	Anatomic Pathology	Active Physician
Reappointment Effective:	October 21, 2009 through October 20, 2011	

Department of Pediatrics

Mervis Richard, MD	Pediatrics	Active Physician
Reappointment Effective:	September 16, 2009 through September 15, 2011	

Department of Psychiatry

Domanico, Rocco, J., Ph.D.	Clinical Psychologist	Psychologist
Reappointment Effective:	September 15, 2009 through September 14, 2011	

Mehlinger, Renee, M.D.	Child Adolescent	Active Physician
Reappointment Effective:	September 18, 2009 through September 17, 2011	

Department of Surgery

Kim, W. Anthony, MD	Cardiothoracic	Voluntary Physician
Reappointment Effective:	September 17, 2009 through September 16, 2011	

LaVeau, Robert, DPM	Orthopaedic	Active Physician
Reappointment Effective:	September 14, 2009 through September 16, 2010	

Thompson, Lisa, MD	Ophthalmology	Consulting Physician
Reappointment Effective:	September 6, 2009 through September 5, 2011	

Mid Level Practitioner Reappointments

Buenaventura, Brian J., CRNA	Anesthesiology	Nurse Anesthetists
Reappointment Effective:		

Lyons, Mary T., CNS	Pediatrics	Clinical Nurse Specialist
Reappointment Effective:		

Patel, Manisha, PA-C	Correctional Health Services	Physician Assistant
Reappointment Effective:		

Simpson, Sumithra D., CRNA	Anesthesiology	Nurse Anesthetists
Reappointment Effective:		

Medical Staff Appointments/Re-appointments/Changes
John H. Stroger, Jr. Hospital of Cook County (cont'd)

Collaborative Agreement

Bonilla, Amy L., PA-C	Correctional Health Services	Physician Assistant
Grooms, Tejuana T., PA-C	Obstetrics & Gynecology	Physician Assistant
Lyons, Mary T., CNS	Pediatrics	Clinical Nurse Specialist
Rosine, Shannon, A., PA-C	Correctional Health Services	Physician Assistant

Collaborative Agreement with Prescriptive Authority

Melzl, Maryann T., CNP	Surgery	Nurse Practitioner
Patel, Manisha, PA-C	Correctional Health Services	Physician Assistant
Smith, Delora A., CNP	Surgery	Nurse Practitioner

PROVIDENT HOSPITAL OF COOK COUNTY

INITIAL APPOINTMENTS

Ali, Sadie, MD	Family Medicine	Active Physician
Appointment Effective:	August 19, 2009 through August 18, 2011	
Fakhran, Sheren, MD	Internal Medicine/Pulmonary Critical Care Medicine	Affiliate Physician
Appointment Effective:	August 19, 2009 through July 27, 2011	
Garapati, Rajeev, MD	Surgery/Orthopedics	Affiliate Physician
Appointment Effective:	August 19, 2009 through August 18, 2011	
Littleton, Stephen, MD	Internal Medicine/Pulmonary Critical Care Medicine	Affiliate Physician
Appointment Effective:	August 19, 2009 through July 27, 2011	
Muzaffar, Shirin, MD	Internal Medicine/Pulmonary Critical Care Medicine	Affiliate Physician
Appointment Effective:	August 19, 2009 through August 18, 2011	
Malcom, Ryan, MD	Surgery/General	Voluntary Physician
Appointment Effective:	August 19, 2009 through August 18, 2011	
Mishra, Satya, MD	Internal Medicine/Gastroenterology	Affiliate Physician
Appointment Effective:	August 19, 2009 through June 16, 2011	
Paintsil, Isaac, MD	Internal Medicine	Affiliate Physician
Appointment Effective:	August 19, 2009 through August 18, 2011	
Quesada-Rodriguez, Nancy, MD	Internal Medicine/Pulmonary Critical Care Medicine	Affiliate Physician
Appointment Effective:	August 19, 2009 through June 16, 2011	
Rodriguez, Vimarie, MD	Family Medicine	Active Physician
Appointment Effective:	August 19, 2009 through August 18, 2011	

Medical Staff Appointments/Re-appointments/Changes
Provident Hospital of Cook County

Initial Appointments (cont'd):

Shah, Anuj, MD	Family Medicine	Voluntary Physician
Appointment Effective:	August 19, 2009 through August 18, 2011	
TinFang, Chantel Sylvia, MD	Family Medicine	Active Physician
Appointment Effective:	August 19, 2009 through August 18, 2011	

REAPPOINTMENT APPLICATIONS

Department of Critical Care Medicine

Bonoris, Athanasios, MD		Ancillary Physician
Appointment Effective:	September 15, 2009 through January 14, 2011	

Department of Internal Medicine

Kelly, Michael, MD		Affiliate Physician
Appointment Effective:	September 7, 2009 through September 6, 2011	

Pierre-Louis, Serge, MD		Affiliate Physician
Appointment Effective:	September 8, 2009 through September 7, 2011	

Samuel, Joyce, MD		Affiliate Physician
Appointment Effective:	October 18, 2009 through October 17, 2011	

Department of Ob/Gyn

Marasigan, Ligaya, MD		Affiliate Physician
Appointment Effective:	October 4, 2009 through October 3, 2011	

Department of Pediatrics

Walton-Verner, Kimberly, MD		Active Physician
Appointment Effective:	October 18, 2009 through October 17, 2011	

Watson, Clyniece, MD		Active Physician
Appointment Effective:	October 2, 2009 through October 1, 2011	

MID LEVEL PROVIDER REAPPOINTMENT APPLICATIONS

Department of Family Medicine

El, Katherine, PA-C		Physician Assistant
Appointment Effective:	October 2, 2009 through October 1, 2011	

Department of Ob/Gyn

Slattery, Susan, CNM		Certified Nurse Midwife
Appointment Effective:	October 2, 2009 through October 1, 2011	

Cook County Health and Hospitals System
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ATTACHMENT #1

Cermak Health Services PI Plan 2010

Background of QI Efforts

- Improve physical plant
- Implement two new I.T. systems
- Redesign processes of care
- Develop metrics
- Restore & reconfigure lost positions
- Recruit staff
- Coordinate with CCDOC
- Achieve NCCHC accreditation
- Respond to US DOJ

Current Calendar

- July Application to NCCHC submitted
- July 23 RTU-RCDC design development
- July 30 Budget Submission
- Aug 24 Interim RCDC construction
- Sep 9 US DOJ Visit
- Sep 26 New jail information system
- Oct Network connectivity for Cerner

Leadership of PI program

- Change reporting of PI to COO:
- ensure that PI involves all staff
- Recruit & establish new leadership consistent with new methodology
- Include industrial engineer to assist in redesign of major processes

Staff involvement

- Change from a management-involved PI program to one involving all staff
- Train-the-trainer: utilize metrics and data to improve work processes
- Meet regularly with line management and staff on data and metrics for their area

Methodology of PI program

- Re-focus to lean methods
 - Reduction of waste/ increase in safety
 - Process analysis
 - Plan-Do-Check-Act (PDCA)
- Inculcate staff in metrics for their areas of work and provide data to staff

Data

- Re-design of work flows so that data necessary for measurement are captured as part of work without additional work
- Design Cerner so that necessary data elements are captured routinely as part of data entry – PowerChart, PowerForms, PowerInsight
- Use data analysts to generate reports for staff groups
- Make data freely available to staff at the level of their assignment

Metrics & Dashboards

- Develop metrics which measure progress against NCCHC accreditation deficiencies and US DOJ requirements
- Develop dashboard utilizing key metrics; disseminate dashboard to all staff

Metrics & Dashboard Process & Utilization Metrics

- Time from request for services to sick call
- Time from prescription to administration or delivery of medication; missed doses
- Missed appointments (on-site & off-site)
- Program hours per chronic mental health patient per week
- LOS on acute mental health unit
- Percentage of progress notes in Cerner

Metrics & Dashboard Clinical Outcomes

- % of patients missed at intake screening
 - Chronic medical illness
 - Serious mental illness
- Asthma visits to Cermak ER (non-intake)
- Diabetes composite measure
- Serious suicide attempts
- Preventable medical admissions
- Repeat psychiatric admissions

Metrics & Dashboard Financial Metrics

- Hours worked/ hours paid
- Call-ins & FMLA days/ shifts posted
- Overtime/ Registry use
- Inventory turns for most-used products
- Non-formulary drug use

Metrics & Dashboard – Grievances (Satisfaction)

- Timely access to medical & dental care
- Delay in medication
- Staff interaction
- Other concerns

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ATTACHMENT #2

COOK COUNTY HEALTH & HOSPITALS SYSTEM

System Quality Structure

DRAFT
8-17-09